

**SUMMARY OF RESPONSE
OF A SURVEY OF DoN HEADQUARTERS AND FIELD GROUPS
ACQUISITION REFORM ACCELERATION DAY
31 MAY 1996**

The following is a summary of feedback obtained from Department of the Navy Headquarters and Field groups following Acquisition Reform Acceleration Day. The assessment instrument for data gathering was supplied through the Defense Acquisition University and distributed to commands with the Information Guide sets provided by OSD. The five-question survey is aimed at the organizational level. Each systems command identified the organizational points for survey response. Questions asked dealt with assessment of what is working and what is not working, recommended solutions and ideas for future initiatives, the value added of Stand-Down Day, and the value-added of supporting information guides.

Since DoN supported this DoD initiative with the creation and distribution of additional products (such as success story videos, DoN overview of AR implementation, etc.) -- and all support products were distributed fast and furiously to provide time for photocopying and distribution at the command and field levels -- all materials delivered were part of an integrated support package and not differentiated as to OSD/DON origin. Therefore, survey response often addresses OSD, DoN, and command-added focus information and includes many AR initiatives underway in DoN, not necessarily the OSD-specific information called out in the questionnaire.

The overall positive response to the stand down is reinforced by the amount of data returned in response to this survey. To encourage open communications and offer an additional opportunity for barrier identification, many commands also posted a "gripe board." This allowed for the free flow of non-retribution thoughts, which is paramount to achieving true cultural change. This survey response builds on the breakthroughs DoN is achieving in opening communications.

Question 1 -- List the acquisition reform initiatives that are working well in your organization and Question 2 -- List the acquisition reform initiatives that are not working well in your organization.

Specific comments were made by many of the responding organizations explaining how each acquisition reform initiative was working. A review of the accompanying raw data sheets will provide detailed remarks from various organizations. Generally, field organizations agreed that information on many initiatives was not applicable or were in the early stages of implementation. For instance, it was difficult for the NAVSUP community to feel program-specific AR initiatives were important to their job. However, building knowledge of other functional AR initiatives can only benefit the broader cross-functional teams as we move into the integrated product team environment.

The percentage of time that each acquisition reform initiative was identified as working well or not working well is as follows:

		Well	Not Well	No Opinion
Specifications and Standards Reforms		52%	24%	24%
Electronic Commerce (EC)/Electronic Data Interface (EDI)	41%	41%	18%	

Acquisition Reform Legislation		39%	13%	48%
DoD 5000 Series		35%	04%	61%
Cost as an Independent Variable		30%	22%	48%
Single Process Initiative		28%	24%	48%
Integrated Product and Process Development (IPPD)	26%	07%	67%	
OIPT-WIPT Information Guide		20%	07%	73%
Earned Value Management and Acquisition Reform	15%	04%	81%	

Question 3 -- Given your response to #2 above, what are your recommendations to improve the implementation of the acquisition reform initiatives.

In general, there were a large number of budget/POM and resource limitation issues. Field contracting activities identified a large number of opportunities for further acquisition reform efforts. The continuing need for training and education appeared throughout the survey response. Following are representative general comments.

- Thorough and continuous training to support acquisition reform initiatives. The Defense Acquisition University should provide a training course on acquisition reform to be updated as major new initiatives are added. More tools need to be provided to enable attendees to return to their activities and provide training to other employees. In addition, a vehicle is needed for education of contractors on acquisition reform initiatives.
- Recognition by OSD of up-front investment required to implement AR initiatives. It needs to be reemphasized that the return on investment is long-term.
- Continuation of top management support for reform efforts. Holding Acceleration Day was a good demonstration of this support.
- Encouragement of innovation fostering an attitude and expectation of acceptable risk-taking -- allowing small mistakes while promoting an atmosphere of trust and open communication.
- Clarification of regulations and instructions regarding the use of credit cards--billing procedures, don't buy items, fair and reasonable prices, reduction of paperwork. Need more training. Establish specific procedures for validating invoices.

- Timely receipt of information/materials to field activities to ensure compliance with acquisition reform initiatives.
- More resources needed--personnel, computers.
- Sharing of lessons learned and success stories.
- Flexibility of implementation of initiatives at each activity.
- Problems with FACNET--emphasis on getting FACNET fully supported by DISA. Many organizations are still dissatisfied with the FACNET response time although others indicated the procurement administrative lead time had been reduced sufficiently.
- Because implementation of EC/EDI was of major concern, many comments were geared toward finding an easier way to adopt EC/EDI and the budget needed for it.
- A life cycle management approach should be used when proposing a new initiative. Comprehensive planning and motivation is needed to bring about the kind of change intended by the initiatives, then available resources, hard work, and follow up. To date, there has been little or no opportunity to program, plan, or budget for requirements in advance.

Question 4 -- Using a scale of "1" (i.e., NOT AT ALL USEFUL) to "5" (i.e., EXTREMELY USEFUL), indicate the value-added to the Acquisition Reform Acceleration Stand-Down Day. Explain.

In general, those who rated the value-added of Acquisition Reform Acceleration Stand-Down Day agreed that it allowed for personnel working acquisition reform initiatives to see and hear from upper echelon management involved in the process. It served to emphasize the commitment to Acquisition Reform from the top. It also provided excellent overview material which is useful in helping the acquisition workforce get a better understanding of current initiatives and will encourage innovation and forward thinking. In addition, there was an opportunity for extensive cross-pollination.

There is a need for more emphasis placed on expressing initiatives in terms of the impact on field activities of legislation, policies, and procedures.

The average rating on a scale of "1" to "5" indicating the value-added of the Acquisition Reform Acceleration Stand-Down Day is 3.7.

Question 5 -- Indicate the usefulness of each of the information guides provided to support the Acquisition Reform Acceleration Stand-Down Day, using a scale of "1" to "5". Explain.

The information guides were identified as a good source of reference material for acquisition professionals. They were presented in a straight forward and uncomplicated manner. The full gamut of response included organizations who felt the guides were too complex and complicated and organizations who felt they were not detailed enough. Several organizations did not receive their guides in time for use on 31 May but agreed that they will be useful for conducting future training on acquisition reform issues.

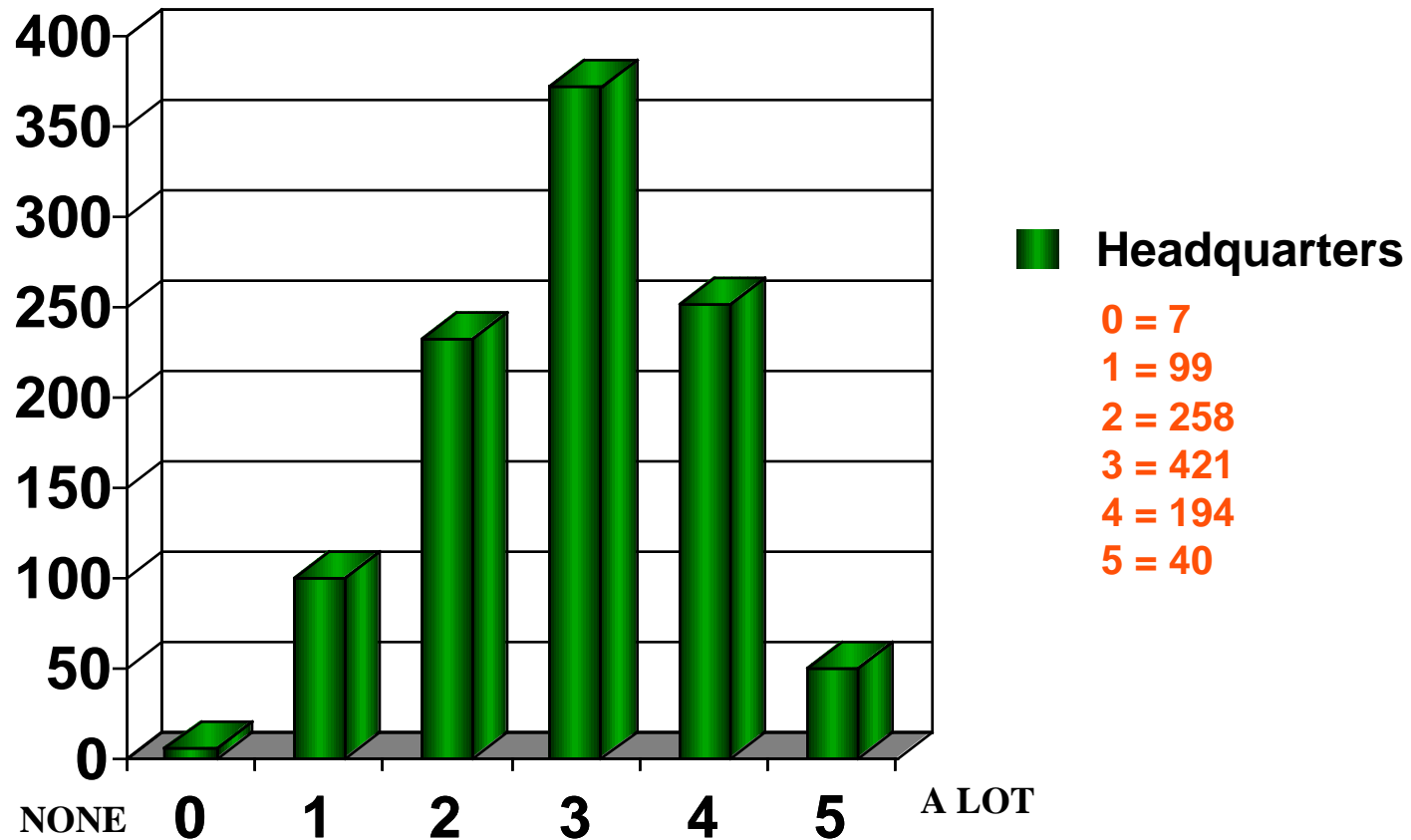
The videos were seen as a good awareness support tool of Navy and Marine Corps initiatives.

More time to accomplish this day would have been useful.

The average rating indicating the usefulness of the information guides is 3.4.

Question 1: *Headquarters*

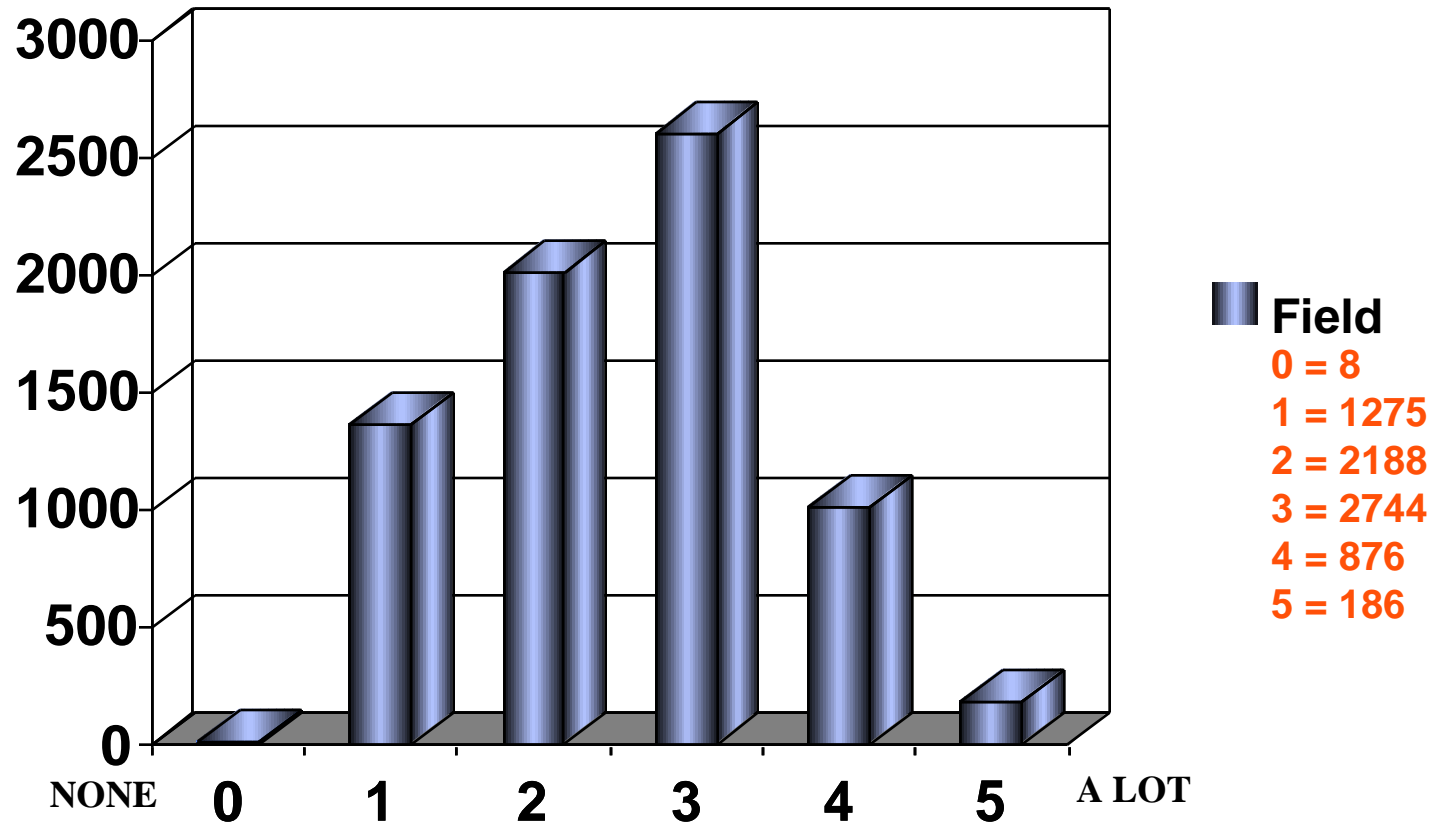
In the last two years, how much improvement have you seen in the acquisition process?



89.6% of Headquarters respondents agree there has been improvement.

Question 1: *Field*

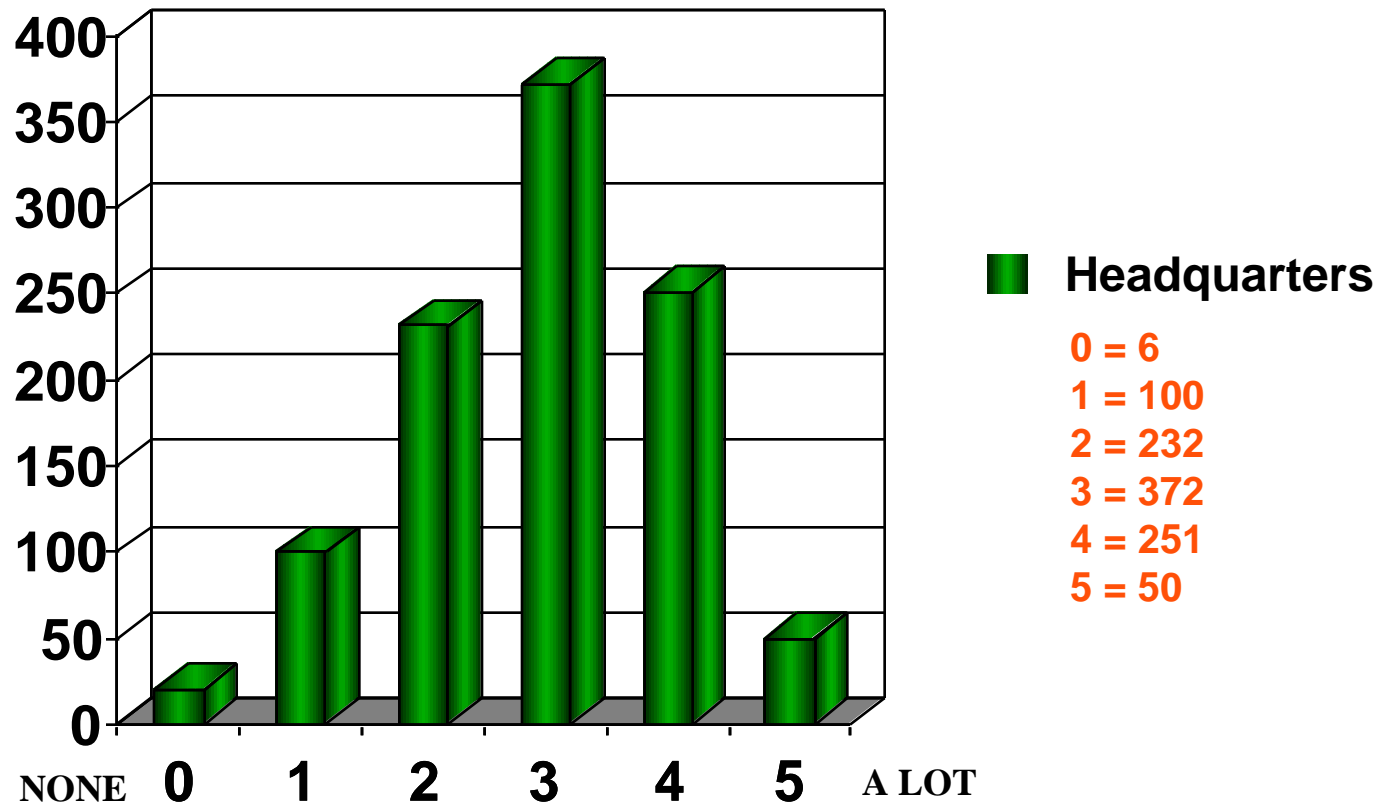
In the last two years, how much improvement have you seen in the acquisition process?



82.4% of Field respondents agree there has been improvement.

Question 2: *Headquarters*

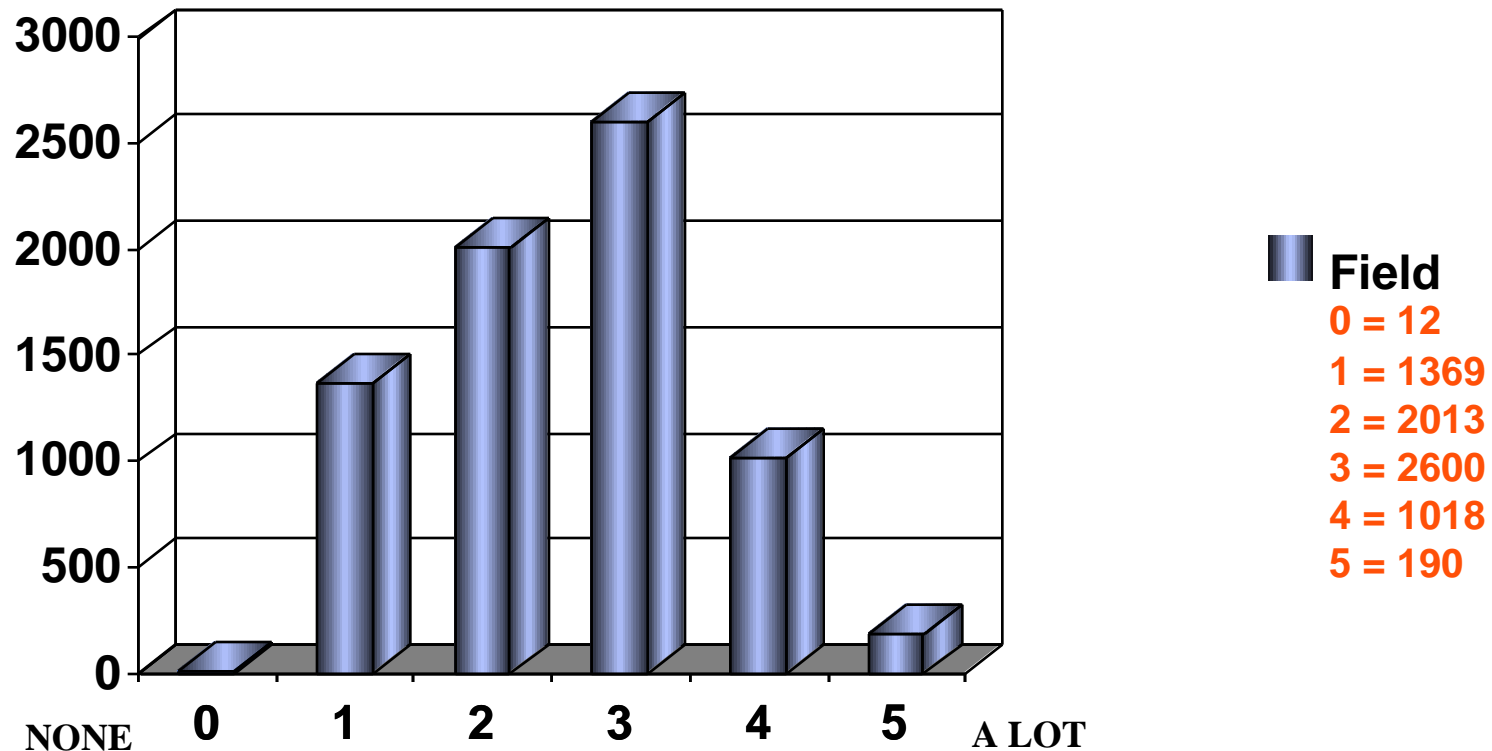
From your personal experience, how much are teams improving the acquisition process?



89.5% of Headquarters respondents agree teams are improving the process.

Question 2: *Field*

From your personal experience, how much are teams improving the acquisition process?



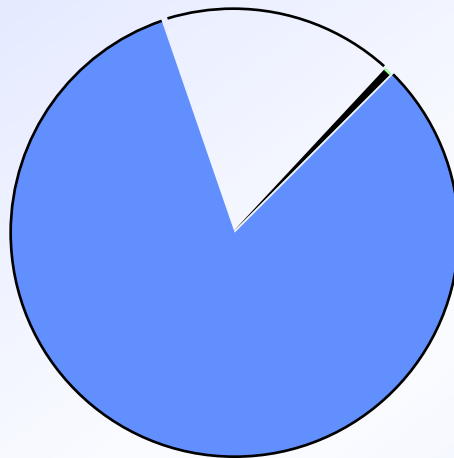
80.8% of Field respondents agree teams are improving the process.

Question 3:

Do you feel you have management support and encouragement to take prudent risks to improve acquisition?

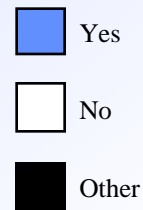
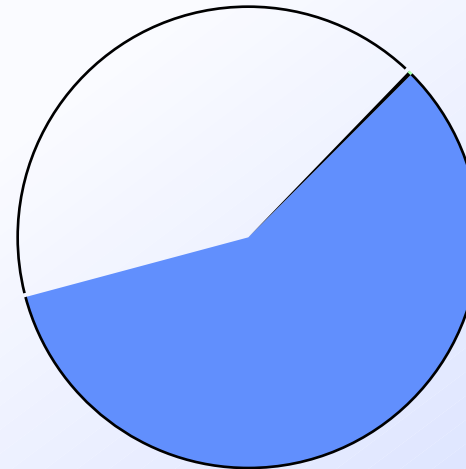
Headquarters

YES = 741
NO = 148
OTHER = 8



Field

YES = 4275
NO = 2993
OTHER = 21

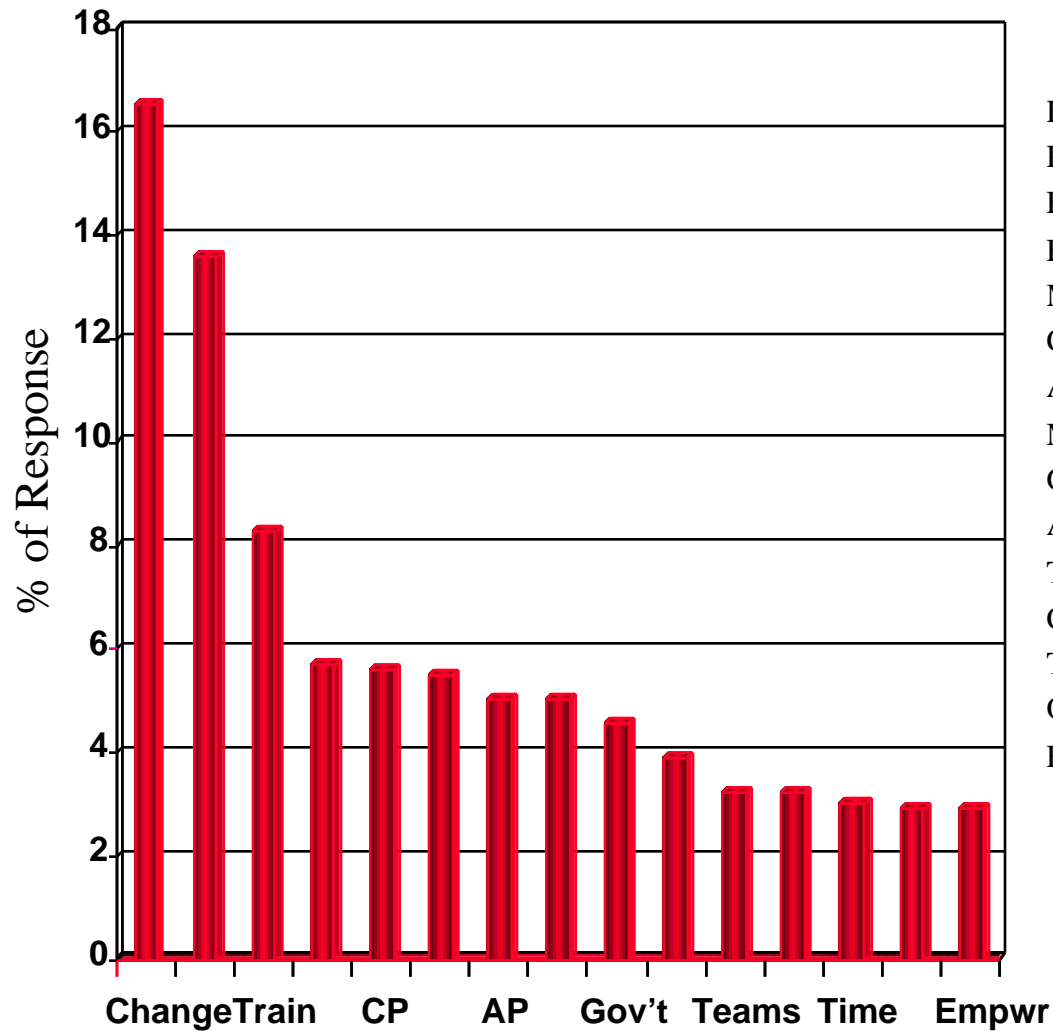


Indicates positive response that there is management support to take prudent risks

Individual Survey Response

Barriers

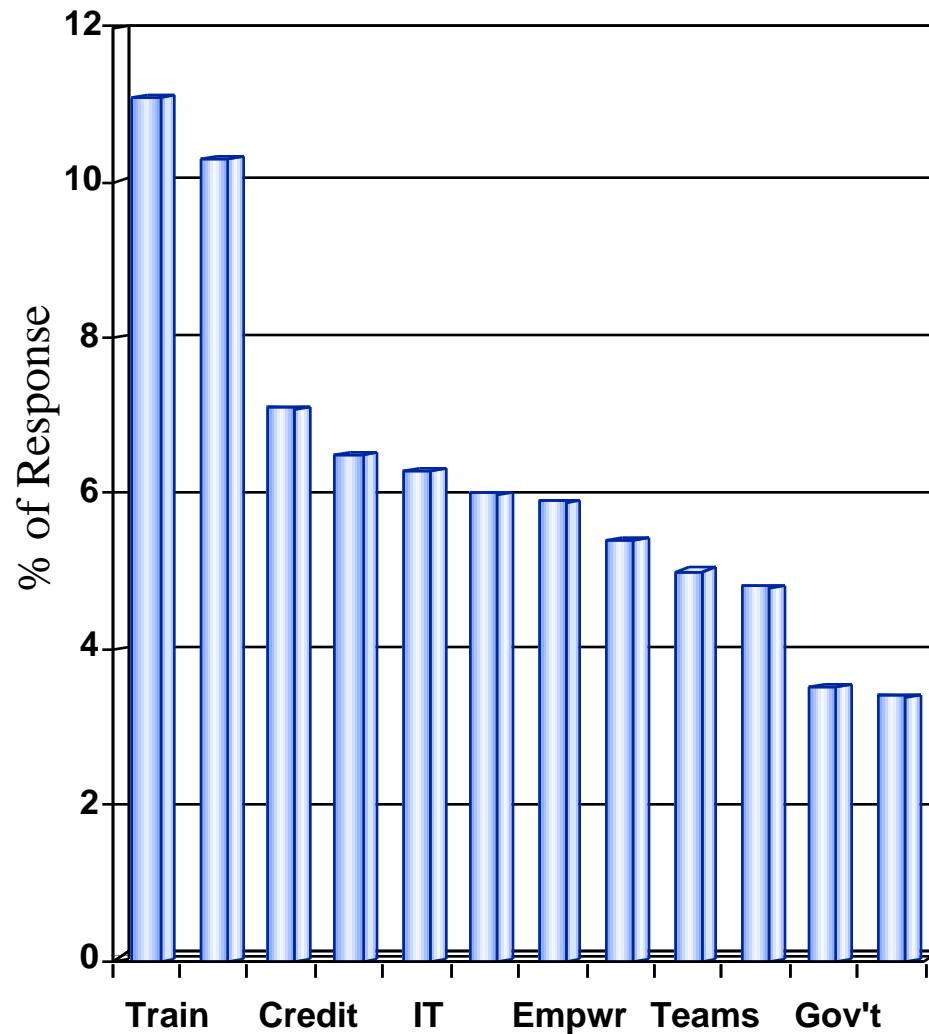
Pareto Analysis



Barriers	Number/% of Response	
Resistance to Change	1118	16.5
Policy, Legislation, Regulations	918	13.6
Education and Training	565	8.3
Funding Issues	386	5.7
Management	379	5.6
Contracting Process	374	5.5
Acquisition Processes	330	5.0
Manpower Issues	338	5.0
Government/Congress	310	4.6
Amount of Red Tape	263	3.9
Teams	214	3.2
Communications	216	3.2
Time	204	3.0
Organizational Politics	195	2.9
Empowerment	193	2.9

Individual Survey Response Recommendations for Change

Pareto Analysis



Recommendations for Change	Number/% of Response	
Education and Training	605	11.1
Contracting Process	559	10.3
Credit Card Purchases	388	7.1
Acquisition Processes	353	6.5
Information Technology	343	6.3
Manpower Issues	327	6.0
Empowerment	322	5.9
Funding Issues	296	5.4
Teams	270	5.0
Policy, Legislation, Regulations	261	4.8
Government	190	3.5
Communications	186	3.4